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AUTHOR Roberts, Markley; Wozniak, Robert
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ABSTRACT

AFL-CIO unions representing a wide range of workers in virtually every sector of the economy have teamed with employers to develop and sustain successful programs resulting in better trained, more productive workers. Joint training and education programs come in various forms and offer a wide range of services depending on the industry and worker and employer needs. The United Automobile and Aerospace Workers union has joined forces with Chrysler, Ford, and General Motors to develop programs that allow workers to upgrade skills, further their education, and seek assistance in personal and work-related matters. The most well-known programs involving the Communications Workers of America and International Brotherhood of Electrical Workers are the Alliance for Employee Growth and Development and the Enhanced Training Opportunities Program. Other joint programs include the following: Service Employees International Union's strategies aimed at expanding upward mobility opportunities; Education Fund of the American Federation of State, County, and Municipal Employees; efforts of the International Association of Machinists and Aerospace Workers ranging from full-scale high performance work organization efforts to efforts to assist displaced workers; the Institute for Career Development of the United Steelworkers of America; and programs in the maritime trades and paper industry. The Wisconsin Regional Training Partnership, a partnership among government, industry, and labor, is an attempt to establish a labor market board for Milwaukee, Wisconsin. (YLB)

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Labor's Key Role in Workplace Training

Prepared by Markley Roberts and Robert Wozniak
AFL-CIO Economic Research Department

Labor's Key Role in Workplace Training

Training and retraining. Employee empowerment. High-performance work organizations. Corporate downsizing. Behind these buzzwords of the 1990s lie major challenges for American workers as they seek to adapt to global and domestic competition, international trade policies and rapid technological change.

The jobs of American workers increasingly are affected by corporate global policies and an insatiable desire of U.S. industry to produce goods and services at the lowest cost possible. Plant closings and relocations affect millions of American workers when businesses seek cheap labor and minimal government regulations. As these job-destroying trends continue, unions need new strategies for protecting the rights of workers, preparing union members for an uncertain future and organizing new members.

As high skill levels and versatility become more important in a service-oriented, high-tech economy, organized labor will continue to focus on workplace education and training as a means of promoting the welfare of union members. Although joint union-management training efforts are not new developments, in recent years many unions have made training and worker development top priorities at the bargaining table. Well-planned, innovative and carefully designed joint training, education and employee development strategies can improve labor-management relations and workplace morale, raise productivity, and strengthen employment security and mobility for workers by equipping them with a wide range of transferable job skills.

Of course, better training programs are no substitute for the hundreds of thousands of American jobs lost each year due to plant closures and relocations. A better trained work force in and of itself will not stop employers from exporting jobs, nor will it cause them to adopt new worker-friendly policies. The AFL-CIO will continue to support job-creating policies, a sound trade agenda and labor law reforms to address these issues. The nation also needs a more comprehensive and effective government training system for helping dislocated workers, the economi-

cally disadvantaged and high school graduates entering the work force, as well as more extensive workplace training.

Joint Union-Management Programs

Joint union-management cooperation in designing, implementing and evaluating workplace training, education and career development programs can play a key role in improving job security and expanding opportunities for workers. Constructive and well-coordinated programs can help alleviate the damage caused by job loss and unemployment. Joint union-management training strategies offer numerous benefits to workers and employers alike.

Unfortunately, federal funding for training programs, regardless of the target group, falls far short of the level necessary to reach all eligible participants. In addition, most American businesses invest far less in training workers than businesses in other industrialized nations, particularly in those nations that are major international competitors of the United States. Still, many unions have succeeded in forging highly productive agreements with select employers and have established an impressive array of joint programs to continuously upgrade worker skills and opportunities.

Recent surveys indicate that, while a high percentage of employers have in place some form of employee involvement and/or training provisions, the vast majority of these programs have only limited input from workers and unions, tend to offer only job-specific training and reach a relatively small proportion of workers — often managers and upper-level white collar employees. Studies by the U.S. Department of Labor and private research firms show that a highly trained, well-educated work force provides a powerful edge for any company in a competitive economy. Nevertheless, many companies fail to see training and education as a human resource investment that will benefit both workers and management.

AFL-CIO unions representing a wide range of workers in virtually every sector of the economy have teamed with employers, and in some cases with government, to develop and sustain successful programs resulting in better trained, more productive workers, often improving job security and mobility in the process. The most effective workplace training and development programs are those that are designed, implemented and evaluated through joint union-management cooperation. Trade unions have important responsibilities for supporting, protecting and promoting training and education programs for union members and potential members. However, more support from employers and government is also essential.

This report presents a sample of union-management programs that highlight the wide range of training and education available to union

members. Some programs are more specifically aimed at worker training than others, and some place more emphasis on joint decision-making and improving the quality of life in the workplace. Workers can no longer count on one set of skills to secure lifetime employment, and unions will continue to pursue creative strategies aimed at improving job security and expanding the options available to their members. The programs discussed in this report stand out as positive examples of union-management interaction.

Characteristics of Joint Training Programs

Joint training and education programs come in a variety of forms and offer a wide range of services depending on the industry and the needs of workers and employers. In the building trades, for example, most unions have established some form of joint fund with employers to support apprenticeship training at the local level and many of the unions have national trust funds as well. In auto and telecommunications, industries battered by mass layoffs throughout the 1980s, joint programs were established largely to assist displaced workers, but have since been expanded so that current and former employees have access to important skills training and educational opportunities. More dangerous occupations, such as mining and trucking, may involve joint union-management cooperation on health and safety issues. In many service-oriented occupations, worker mobility and development are top priorities. Some programs are more narrowly defined and relevant only to a certain job classifications while others may allow workers to receive training not directly related to their current occupation.

In almost every case of cooperative training and education efforts, a joint board composed of equal union and management representatives is involved in the design, implementation and evaluation of various programs. This ensures that decisions are not dictated from the top down and helps create consensus among the two parties. Clearly, this type of cooperation builds trust between labor and management and helps ease any adversarial tensions that may exist. Funding for the programs is most often negotiated in the union contract, though some of the more established and successful programs have received government funding to extend their services to more workers.

In May 1993, the AFL-CIO Ad-Hoc Committee on Training issued *A Report on National Training Policy,* which outlined the Federation's views on all forms of government provided and workplace training and education. One clear conclusion from that report is that America must at least match the training investments and the skill levels of its chief industrial competitors in order to compete in the global economy. Countries where industry is free to exploit workers and the environment will inevitably have lower production costs than the United States. In order to

meet these challenges. American government, industry and labor should work together to develop a well-trained work force capable of producing higher quality goods and services for global markets.

The common goal of industry and labor should be to raise international labor standards at least to the minimum level set by the International Labor Organization and eliminate unfair competitive advantages and barriers to fair trade. A well-trained and highly educated work force combined with necessary investment in capital and technology can contribute to this end by ensuring that American workers continue as world leaders in productivity and quality. While the responsibility for creating a high-performance work force lies primarily with the private sector, government can and should play a more active role in meeting this challenge by developing a new national agenda that promotes skills training for current, future and displaced workers.

A February 1994 report by the AFL-CIO Committee on the Evolution of Work, *The New American Workplace: A Labor Perspective*, concluded that the Federation can play an important role in bringing together from across industries and countries the experiences and insights of trade unionists who have been involved in restructuring work systems. The Human Resources Development Institute (HRDI) at the AFL-CIO collects literature on joint training and education and serves as a central resource for AFL-CIO affiliates and others interested in labor-management workplace programs. HRDI is currently setting up a data base containing detailed information on joint programs, including services offered, funding sources, and degree of union involvement. In addition to these functions, HRDI has always been available to advise and assist all AFL-CIO affiliates on all matters relating to workplace training, education and career development.

Benefits of Joint Programs

There are some general conclusions that can be drawn from the experiences of various unions. Unlike traditional company training programs, joint training is participant-driven and tends to focus more on career development and lifetime education. While there certainly are cases where joint training is aimed at specific job skills only, recent GAO surveys confirm that union-management programs tend to be more far-reaching and effective and involve more team-based approaches than employer-driven efforts in non-union companies. This should come as no surprise when one considers that most workers, union or not, are skeptical of new management schemes that often turn out to be short-lived fads or "feel-good" strategies. In order for any new cooperative labor-management efforts to be effective, it is necessary to win the support of rank-and-file workers. Union leaders can help legitimize and institutionalize joint training and education programs if they find that the employer is

committed to the welfare of workers as well as the success of the company. Union participation can ensure that training programs are fully democratic, achieve tangible results, and are not subject to arbitrary changes when management structures change.

In short, a joint training and education program offers many benefits over and above traditional company-sponsored programs, is a highly effective means of addressing skills shortages and promotes more productive labor-management relations. Differences between the employer and union over how to use training funds, whether to focus on short-term or long-term training goals, and how to best serve the interests of the company and the workers, are resolved in most cases through labor-management committees. While it is important not to overstate the success of joint training and education (there are certainly cases where cooperative labor-management efforts have failed), employers, public officials and union leaders can learn a great deal from effective programs now in existence. As high-wage jobs increasingly require higher skill levels, organized labor will continue its leadership role in adult education, apprenticeship training and worker development strategies. Joint union-management cooperation in worker training and education demands more attention from the labor movement, employers and government.

American unions are deeply involved in training in both the private and public sectors. More and more international unions, district councils, and locals at individual plants and industrywide are establishing training and education funds for their members. The following examples of joint union-management training initiatives were chosen based on availability of detailed information and because they all place a high priority on skill upgrading, retraining in response to advanced technology, and worker and union involvement in a wide range of workplace issues, principles that should guide any joint union-management endeavor.

Apprenticeship Committees in the Building Trades

Apprenticeship training — "learning-by-doing" under the guidance of experienced workers, combined with regular classes — is the oldest form of job training and has the longest history of joint labor-management cooperation. All of the major building and construction trade unions have long-established Joint Apprenticeship Training Committees (JATCs) that oversee apprenticeship training and skills upgrading for journeymen at the local level. JATC funds are formed through collective bargaining agreements and spend around $500 million each year to train some 180,000 apprentices and 500,000 journeymen at more than 1,000 locations across the United States and Canada.

Since the 1950s, unions in the building and construction trades have complemented JATCs with national joint trusts to develop uniform training materials and coordinate instructor seminars and other activities

aimed at promoting the benefits of quality union construction. Among the unions that have established national joint training trusts are the Operating Engineers, International Brotherhood of Electrical Workers, Iron Workers, Sheet Metal Workers, United Brotherhood of Carpenters, United Association of the Plumbing and Pipefitting Industry, Painters and Allied Trades, Plasterers and Cement Masons, Bricklayers and the Laborers' International Union. The dual national-local nature of union apprenticeship training allows for national minimum standards as well as flexibility at the local level to devise special programs and address particular needs.

Union apprenticeships and skill-upgrading programs are enrolling more and more women and minorities, and the mix of classroom and on-the-job training enables all participants to learn important skills and secure high-wage employment. Having led the way in apprenticeship training and skill-upgrading for over a century, unions will continue to work with employers to enhance and expand these highly successful joint programs.

The UAW and the Big Three

The United Automobile and Aerospace Workers union has joined forces with Chrysler, Ford and General Motors to develop an impressive set of programs that allow workers to upgrade skills, further their education and seek assistance in practically all personal and work-related matters. These comprehensive and well-established joint education and training programs have been in place since the early 1980s. They were originally a response to massive layoffs in the automobile industry, with the emphasis placed on assisting displaced workers, but they now have broader purposes.

The UAW-Ford Education, Development and Training Program (EDTP) was established in 1982 to provide training-related services to active and displaced hourly employees. The EDTP is directed by a Joint Governing Board with equal union and company representation. EDTP offers a wide range of services to participants — from educational planning based on individual need to pre-paid tuition for approved courses and skill enhancement opportunities to sharpen reading, writing and mathematical aptitude. Up to $3,100 of pre-paid tuition is available to current workers and up to $7,000 for laid-off workers. In addition to EDTP, joint services currently provided by the UAW and Ford include health and safety programs, quality improvement, employee involvement, employee support services and mutual growth forums. Joint initiatives are national as well as local with a negotiated central fund and local training funds estimated at $75 million in 1993. A National Training Center and a national and local network of committees extend services to all 71 UAW-Ford locations in the United States. Moreover, the joint

endeavors allow individual work sites considerable flexibility in designing their programs around national principles.

Following the breakthrough with Ford, the UAW bargained similar joint agreements with General Motors and Chrysler. The UAW-GM Human Resource Center (HRC) houses a wide array of joint education, training and development programs to help meet the needs of UAW-represented workers. A national headquarters in Auburn Hills, Mich., serves as a centralized database for all joint activities and ensures proper linkages between all GM facilities and local unions. The UAW-GM programs include skills training, personal development, health and safety, tuition assistance and many services targeting current and laid-off workers.

The joint programs of the UAW-Chrysler National Training Center were established with the intention of "increasing product quality, employee job security and employee satisfaction from work." Each bargaining agreement since that time has strengthened and expanded the scope of services so that today NTC administers more than 40 programs for workers and their families. Like the Ford and GM programs, many options are available to UAW workers, including career assessment; tuition assistance and skill enhancement; child care referral and on-site care at the Huntsville Electronics plant; computer and new technology training; college preparation and college credit for Chrysler training; dislocated worker assistance; health and safety; and a host of other programs to serve personal and work-related needs. More than 60 percent of UAW-represented Chrysler workers have participated in at least one of the programs. Significant improvements were made to the joint programs with all three companies in the 1993 contract agreement as both workers and managers continue to realize the benefits of a well-trained and educated work force. Some of these improvements include increases in the amount of pre-paid tuition workers are eligible for each year, extension of many current services to dependents of workers, the establishment of a Technology Training Center at Chrysler to train and upgrade skills in response to technological advances, strengthening health and safety programs, and more attention to employee assistance plans. It is clear that all three programs will continue to be held up as model examples of joint union-management cooperation in the training and education arena.

AT&T, CWA and IBEW: Collective Achievement

The telecommunications industry has been transformed by mass layoffs and corporate restructuring since 1984 due to divestiture, technological advances and intense competition. As a partial response to such uncertainty, the Alliance for Employee Growth and Development was established during 1986 contract negotiations between AT&T, the Communications Workers of America and the International Brotherhood of Electrical Workers. That same year, IBEW and AT&T established the

Enhanced Training Opportunities Program (ETOP) for AT&T manufacturing employees represented by IBEW System Council EM-3. Both the Alliance and ETOP are independent, non-profit corporations that were an outgrowth of the rapid changes confronting workers and management alike. The aim of both programs is "to create attractive and desirable educational opportunities for the maximum number of employees and members in order to enhance their employment security and quality of life." In short, the Alliance and ETOP promote "collective achievement through individual empowerment."

Both the Alliance and ETOP have local committees across the country and are funded entirely through the collective bargaining process. For the current contract, the contribution for both programs is set at $18.50 per month for each CWA- and IBEW-represented employee on the payroll. In each case, a board of directors with an equal number of union and management representatives is responsible for oversight of the funds and sets long-term policies and goals.

Although many of the Alliance and ETOP resources have been directed toward displaced workers due to continuous corporate downsizing, in recent years the focus has shifted to developing programs that upgrade the skills and education of current employees so that they are better equipped to compete for jobs inside or outside AT&T. The services offered include career assessment and planning; pre-paid tuition that allows workers to take courses not necessarily approved under AT&T's tuition assistance program; basic skills upgrading; job search; occupational skills training; personal financial planning; pre-retirement programs; qualifying exam preparation; relocation planning workshops; return-to-school workshops; stress management techniques; and employee development programs.

Each AT&T location represented by IBEW System Council EM-3 has a Joint Local ETOP Committee (LEC), comprised of equal numbers of union and management representatives who are responsible for assessing training needs at their location. The Alliance also has local committees that contract for training with community colleges and other appropriate outside vendors. In both cases, the idea is to allow maximum flexibility in meeting local needs while staying consistent with central ideals. In fact, in February 1994, ETOP opened a new learning center in Reading, Pa., that encourages represented workers to learn cutting-edge technologies and is custom-designed to meet the needs of employees at that particular location.

Nearly 40 percent of active AT&T employees participate in Alliance programs and some 75,000 CWA- and IBEW-represented workers have benefited from the various services. When the Alliance was first conceived, the three parties anticipated mutual benefits in the form of in-

creased job security, a joint commitment to improving productivity and competitiveness and a more satisfied work force at every level. Thus far, both unions and the company are generally pleased with the results of the Alliance and ETOP as evidenced by increased funding allotted in each subsequent contract since 1986. As the telecommunications industry continues to confront technological advances and fierce competition, it appears that both programs will maintain their status as model examples of union-management cooperation on training and education issues.

Although the Alliance and ETOP are the most well-known joint programs involving CWA or IBEW, both unions are very active in training and education for their membership. CWA has entered into several innovative partnerships across the country that contain many of the characteristics of the Alliance, including programs with Ameritech, Nynex, U.S. West, Bell Atlantic, Bell South, and Cincinnati Bell. IBEW has training programs in place with GTE, NYNEX, Ameritech, U.S. West, United Telecommunications, Alltel, Allnet and the Centel division of Sprint. The union also has long been involved in apprenticeship training for new entrants into the craft, as well as for journeymen electricians who need to keep up with new technologies.

SEIU Career Ladders

The Service Employees International Union has successfully established joint training programs in several collective bargaining agreements covering a variety of work settings. Because a large proportion of SEIU members come from traditionally low-paying occupations, the union has devised a number of effective and creative strategies aimed at expanding upward mobility opportunities. The Career Ladder Program at Cape Cod Hospital is one such strategy that has been emulated at several other SEIU organized workplaces across the country.

The Career Ladder Program at Cape Cod Hospital grew out of SEIU's Lifelong Education and Development Program, which was developed in 1979 with a $300,000 grant from the Department of Labor. During 1981 contract talks, Hospital Workers Local 767 and Cape Cod Hospital agreed to establish the joint training and education program that has been sustained and expanded in subsequent negotiations. The program is aimed at "providing a system of education, training and advancement that enables workers to qualify for promotions and upgrades."

Career Ladders builds job security and upward mobility into the contract by jointly establishing policies with the employer to ensure that job vacancies are filled by upgrading current employees. The services offered range from on-the-job and in-house training programs to educational course outside the hospital. The Career Ladder Program booklet provides job descriptions and requirements for about 100 positions at the hospital

along with six in-house training programs and nine traineeships available to union members.

All services are administered by a Joint Career Development Committee composed of three members each from management and the union. All members of Local 767 are eligible for the program, which allows advancement within and movement between departments. The Career Ladder Program and other SEIU programs help members move up from dead-end jobs to higher-skill, higher-wage employment.

AFSCME Training for Public Employees

In recent years, American Federation of State, County and Municipal Employees has successfully negotiated innovative training provisions into scores of contracts. The most well-known joint effort involving AFSCME is the Education Fund negotiated in 1971 between District Council 37 and New York city government agencies. The Education Fund is aimed at developing job and career-related training programs for AFSCME members in a variety of work settings. Over the past 23 years, thousands of workers represented by D.C. 37 have attended high school equivalency classes, clerical skills programs and civil service examination preparatory classes, and have obtained financial assistance and counseling for higher education.

In addition to these services available to all of the 130,000-plus members of D.C. 37, training and upgrading programs negotiated between the union and the New York City Health and Hospitals Corp. have gained worldwide recognition. For more than 30,000 D.C. 37-represented employees, these programs provide the opportunity to move up the job ladder into health care professions such as Registered Nurse or Respiratory Therapist. In addition to training and upgrading, D.C. 37 and the Health and Hospitals Corp. have developed and implemented curricula and programs for several technician positions. All the services provided through the Education Fund "have three purposes: to help better deploy workers, to raise their salaries, and to give them the dignity and recognition they deserve."

The Upward Mobility Program (UMP) established between District Council 31 and the State of Illinois in 1989 is another example of AFSCME's leading role in education and training. Under the master agreement between the two parties, some 45,000 state employees have access to a combination of career counseling, educational planning, and pre-paid tuition services. Like the Career Ladders Program, UMP is designed to equip workers with the skills and education needed to move up the job ladder. The program offers 100 percent pre-paid tuition for all approved courses relating to job requirements and workers can receive their regular pay for up to one-half of class time. In addition, all job postings have

related tests that allow workers to place out of required courses and go to the head of the promotion list for that particular position.

Since its inception, the UMP has enabled more than 1,000 workers to achieve their target job classifications by following personal education plans devised through one-on-one counseling. Once required coursework for a particular job classification is completed, employees receive a certificate and become eligible for a priority promotion list based on seniority. The fact that roughly one-third of all workers earning certificates have been promoted serves as an incentive for more AFSCME members to participate in the UMP. This is especially true for women and minorities who make up two-thirds and one-third of current participants respectively. The 1994 contract agreement calls for expanding services to laid-off state employees, enabling them to re-enter the work force through the priority promotions list. With an annual budget ranging between $3 million and $3.5 million, the UMP is financially stable and provides a valuable service to employees by expanding educational and occupational opportunities.

Machinists Look to the Future

The International Association of Machinists and Aerospace Workers and its membership have faced devastating mass layoffs in the airline industry and manufacturing facilities because of corporate downsizing, defense cutbacks and military base closings. In response to these tumultuous events, the union has embarked on a number of unique and productive joint partnerships with management, ranging from full-scale high-performance work organization (HPWO) efforts to cooperative efforts aimed at assisting displaced workers.

The union recently released a report entitled *High Performance Work Organization Partnership,* which outlines strategies and principles IAM will follow when entering into joint labor-management efforts to restructure the workplace. This detailed report includes a set of guidelines to be followed as well as necessary components for collective bargaining. Included among this latter list are "integration of continuous learning and skill building into the HPWO, thereby meeting the changing skill and education needs of IAM members," and "continuous integration of leading-edge technology that builds on the skills, knowledge and insights of front-line workers, thereby stabilizing employment and growing the business."

The document clearly states that the union leadership has an important responsibility to motivate and encourage members to continuously raise their skill levels. The IAM has applied this general rule in a variety of specific situations.

In late 1989, IAM and the Boeing Co. signed a collective bargaining agreement that established the Joint IAM/Boeing Quality Through Train-

ing Program (QTTP). Its mission was clear: "identify and provide the opportunities and environment to support employee-directed involvment in meeting individual development needs, thereby providing highly skilled workers capable of meeting the company's business goals." The QTTP is funded through contributions of 10 cents per hour worked by bargaining unit members, reflecting the willingness of union workers to forego a part of their wages to promote continuous learning. The joint training trust generates about $12 million per year for skill upgrading programs, basic skills instruction and related activities. The QTTP is directed by a Joint Training Policy Board, including the president of IAM District Lodge 751, and administered by a 10-person, full-time joint training administrative staff. The AFL-CIO's HRDI, using a Department of Labor grant, collaborated with the QTTP to develop training for the maintenance and repair of sophisticated electronic and electrical systems in Boeing facilities.

When the company announced massive layoffs in 1993, HRDI worked with Boeing, IAM District Lodge 751 and the Seattle Professional Engineering Employees Association, which had established a Labor Management Committee to address the layoffs and provide re-employment assistance to workers. Combining existing company and union resources with funding from the Department of Labor, the LMC is arranging for a variety of training and education services to be provided through three Multi-Service Centers near Boeing facilities in the region. The 28-month program is relying on partnerships with private industry councils, community and technical colleges and local Job Service offices. Services offered include career and peer counseling, testing and assessment, educational planning and tuition assistance, on-the-job training and many other options designed to assist workers in obtaining the skills needed for well-paid jobs in new fields.

At H.R. Textron, Inc. in Valencia, Calif., management and union leadership created a joint partnership to begin a defense conversion process aimed at diversifying the company and the work force. They received a $500,000 grant from the Department of Labor and embarked on a pilot project giving workers more input in decision-making and their work environment as well as extensive training in new manufacturing technologies. The result has been substantial productivity increases and vastly improved labor-management relations. Having cut more than 40 percent of its work force in recent years, the company has won six new commercial contracts and recalled 15 laid-off employees.

Finally, the IAM has embarked on several HPWO efforts that involve pay-for-knowledge plans and a wide range of labor-management cooperation. At the Folgers plant in Kansas City, Mo., the union and company have established a program in which each employee analyzes his or her

own skills, develops a career plan based on what job they would like to hold at the plant and then lays out an education plan that is funded by the company.

The Steelworkers' Institute for Career Development

The United Steelworkers of America have been forced to confront an extremely volatile industry over the past 15 years. Due to massive layoffs in the early 1980s, the union undertook a massive campaign to assist dislocated workers in 1983, leveraging millions of dollars in union, company and JTPA contributions. Like their counterparts in auto and telecommunications, the Steelworkers used this experience to develop new labor-management initiatives in training and education and ultimately joined forces with the major steel firms to establish the Institute for Career Development (ICD) in Merrillville, Ind.

The ICD is truly unique in involving all major steel companies in joint cooperation with the union in funding programs, devising training strategies and evaluating services. The central headquarters sets guidelines and helps extend training-related services to all local facilities through joint committees. As declared in the mission statement, the joint effort reflects a "shared vision that workers must play a significant role in the design and development of their training and educations as well as their work environments." A key factor in the various Career Development Programs that the USWA has negotiated with the steel companies is the "bottom-up" planning process. The local joint committees poll their work force and identify the services and programs that are most important to the workers.

While career development funds are geared toward three broad categories — basic skills enhancement, technical skills enhancement and personal development — the services offered are many and diverse. Some services are aimed toward displaced workers while others help current workers upgrade their job skills and pursue personal and educational goals. In general, the central guidelines forbid use of these joint funds for apprenticeship, craft training, and health and safety training because these services are provided for separately in collective bargaining agreements. However, a company may contract with the local career development program to provide resources and support for such training.

Programs in the Maritime Trades

Since its inception in 1967, the Paul Hall Center for Maritime Training and Education, which includes the Harry Lundeberg School of Seamanship, has prepared thousands of men and women for the operation of deep sea, Great Lakes, inland waterways and coastal vessels. The non-profit center, a joint project between the Seafarers International Union and American shipping companies, is funded through collectively bargained

employer contributions and is regarded by business, union and government observers as a model of labor-management cooperation.

About 20,000 young people from the United States, Puerto Rico and several U.S. territories have graduated from the trainee orientation program and another 38,000 rated and licensed seamen have completed upgrading classes. The mission of the Paul Hall Center is "to provide the U.S. flagshipping industry with the most-skilled, the best-trained and most-efficient seafarers in the world." This entails extensive training to ensure that seafarers are expert and adept with federal regulations and safety measures, as well as technological changes affecting all aspects of shipping. As shipping vessels become increasingly expensive, sophisticated and technologically complex, the Paul Hall Center will continue to play an important role by offering much needed skills training.

The International Organization of Masters, Mates and Pilots, an affiliate of the International Longshoremen's Association, and its contracted shipping companies are dedicated to teaching the skills required of a modern ship's officers. For more than 100 years, the union has sought to improve the standard of living for licensed deck officers and enhance their professional skills by keeping up with rapid advances in marine technology. The Maritime Institute of Technology and Graduate Studies (MITAGS) is the training facility of the IOMM&P that fulfills that mission today.

MITAGS was founded in 1972 to provide technical training to professional mariners and offers a wide range of courses related to vessel navigation, technology and safety.

The Institute is funded by contributions from the contract companies based on a per-worker-day formula. Each year, more than 2,000 professional mariners gain knowledge and experience through the advanced simulator and classroom training at MITAGS.

District 1 of the Marine Engineers Beneficial Association also is heavily involved in training through the Calhoon MEBA Engineering School in Easton, Md.

Paperworkers and Champion International

The paper industry has been characterized by intense competition and painful layoffs over the past decade. In response to the rapid and drastic changes facing their members, the United Paperworkers International Union has entered into several joint agreements with major paper manufacturers, including Champion International. The UPIU-Champion agreement may be described more as a cooperative effort aimed at improving labor-management relations and company success than a training and education program. However, this "change effort" offers practical methods for worker involvement and enhancement.

Essentially, the joint Paperworkers-Champion agreement is an effort

to improve company competitiveness and durability by opening up lines of communication, involving workers in key decision-making, strengthening workplace training to increase skills and improve health and safety, and generally build a mutual respect between union and management. Although this type of cooperation is not a new development and may not always meet its intended goals, the joint agreement between Champion and Local 1068 at the Sheldon, Texas, mill has won strong support from both parties.

Although specific skills training is addressed in all UPIU contracts, the agreement at Sheldon calls for substantial joint leadership training for union stewards and managers so that both parties have as their priority the health and welfare of the worker. The agreement also calls for company recognition of the legitimacy of the Paperworkers and a neutrality pledge in case of further organizing. Both management and the union agreed to accept the principle of increased worker involvement in the entire production process in order to achieve continuous quality improvement and increased satisfaction from all company stakeholders. Though the jury is still out to a certain degree (the union has similar agreements with other paper companies — including Scott Paper, which recently announced massive layoffs above and beyond previous estimates), the joint effort at Champion has increased productivity and created a better work atmosphere.

The Wisconsin Regional Training Partnership

An innovative partnership between government, industry and labor recently was established in Wisconsin and could serve as a model for future training and education efforts. The Wisconsin Regional Training Partnership (WTRP) is an attempt to establish a labor market board for the greater Milwaukee metropolitan area that concentrates on one-stop-shopping for labor market services and the organization of various parties involved in training.

The Help in Re-Employment (HIRE) subsidiary of WTRP is geared toward providing labor market services to displaced workers or those threatened with displacement. HIRE works closely with leading unionized plants in the region as well as social service and private agencies to provide comprehensive services such as assessment, job search assistance, placement into training programs and referral and counseling. Financial support is provided through JTPA grants as well as some state funding.

The Wisconsin Manufacturing Training Consortium (WMTC) is an effort to bring together leading manufacturers and unions in the metalworking industry and jointly establish standards for training. The WMTC founding members include major area companies such as AC Rochester,

Harley-Davidson and Johnson Controls, as well as such major industrial unions as the Machinists, UAW, Steelworkers and Paperworkers.

Member firms contribute a percentage of their payroll to the training of frontline workers according to regional standards that they set jointly with member unions. In addition, the companies agreed to increase the amount of training available to all workers and will establish learning centers at each worksite offering a full range of training and skill upgrading services. The centers will be jointly operated by labor-management committees made up of at least 50 percent independently selected worker representatives. Member unions, on the other hand, agree to competency testing in determining skill levels and more flexible wage compensation according to demonstrated ability.

In short, the WRTP is a unique effort to bring union and management representatives together, with the assistance of public funding, to evaluate local labor market conditions and devise appropriate training strategies for both current and displaced workers. Although it may be too soon to offer a full evaluation of the Partnership, the parties involved hope to extend the experience of the WMTC to other industries and firms in the Milwaukee area and ultimately to make training and other labor market services more accessible and more effective for both workers and employers.

More Joint Programs

There are many more examples of joint union-management programs aimed at improving worker skills, health and safety, educational opportunities and more. Growing numbers of unions are actively establishing links to the community by building coalitions with universities and vocational schools, concerned employers, and all levels of government. For example, the Amalgamated Clothing and Textile Workers recently teamed with the University of Tennessee and two employers to request funding from the U.S. Department of Education for development, implementation and dissemination of an "...integrated program addressing basic skills needed in workplaces impacted by global economic change." The proposal serves as an example of how several concerned parties can team together to confront the many challenges currently facing American workers.

In 1984, Local 717 of the International Union of Electronic Workers and the Packard Electric Division of General Motors helped save some 9,000 jobs by developing a comprehensive joint education and training program with a pledge of lifetime job security. The program includes training in basic skills, group dynamics and problem-solving, analysis of new technology by union workers and plant-level assessment of technical training needs.

The International Brotherhood of Teamsters has established numerous

joint training funds with employers to address safety issues. The Alaska Teamster-Employer Service Training Trust, entered into in 1974 by Local 659 and the Alaska Chapter of Associated General Contractors, calls for employer contributions for each compensable hour for training and upgrading, as specified in each contract agreement. The Teamsters-Truckers Opportunity Program was established in 1979 "to provide educational and training services to increase the efficiency, skill and competence" of union employees and "to provide a program for the training, recruitment and employment of casual employees for the freight hauling industry."

The United Food and Commercial Workers union has entered into joint agreements aimed at improving health and safety for their members, particularly meatcutters who suffer from cumulative trauma disorders (CTDs). In order to address the growing number of CTD injuries at an IBP meatpacking plant in Nebraska, UFCW Local 222 entered into a joint agreement that has been highly productive. A joint labor-management committee was established with 18 union members serving as ergonomics monitors. By studying high-risk jobs and gathering input from their fellow workers, the monitors were able to make suggestions resulting in major workplace changes and a 50 percent decrease in CTD cases in the first year alone.

The Graphic Communications International Union has been the certifier of skilled labor for the printing industry for more than 100 years. The union operates 26 apprenticeship schools around the country and each of the more than 500 GCIU locals has a designated educational coordinator. Each specific job classification in the printing industry, from engraver to platemaker, has an apprenticeship program which combines on-the-job training with testing criteria and results in certified journeyman status. The union works closely with employers in the printing industry in determining skills standards and ensuring the high quality of GCIU training.

The Laborers' International Union and the Associated General Contractors, a large association of construction contractors, teamed together in 1969 to establish a non-profit, tax-exempt trust fund. The Laborers-AGC Education and Training Fund (L-AGC) is supported through negotiated contractor contributions and also has received several government grants over the years. The fund offers a variety of training options, including hazardous waste training, asbestos and lead removal, construction skills, instructor development and a number of services aimed at workplace literacy. All the services offered through the L-AGC fund are centered around developing highly trained workers to meet labor market demands and opening up more career options for laborers entering the construction industry. The fund has received more than $11 million in grant support from federal, state and provincial sources thus far in 1994.

In addition to the joint programs already cited in this report, a survey of

1994 collective bargaining agreements shows recent training provisions included in contracts by the the National Association of Broadcast Employees and Technicians/CWA with NBC; the International Longshoremen's Association with the Hampton Roads Shipping Association; the Bakery, Confectionery and Tobacco Workers with Philip Morris; and the Hotel Employees and Restaurant Employees with the Greater Boston Hotel and Motor Inn Association. These are representative of the wide range of industries and unions involved in joint training and educational ventures.

An Expanding Role for Labor

This report merely scratches the surface of current labor-management cooperation in training, education and employee development. More and more unions are pursuing training and education for their members at the bargaining table and more and more employers are recognizing that the best training programs are those developed in partnerships with organized labor.

Union-management cooperation alone does not guarantee successful education and training programs. Indeed, there are several cases where joint cooperation schemes have failed, or come up short of their intended goals. Even in the industries discussed here, management sometimes has failed to deliver on certain promises, sometimes failed to involve labor fully in decision making and development of training curriculum, and sometimes failed to win the trust of the rank-and-file workers in the process. The AFL-CIO, and HRDI in particular, will watch carefully all "cooperation" agreements, including joint education and training programs, in order to determine the necessary ingredients for improving the lot of workers.

HRDI has been actively involved in all aspects of union training and education initiatives and will continue to assist AFL-CIO affiliates in their efforts to secure ongoing training and education for union members. For the past 25 years, HRDI has enhanced organized labor's partnership role in job training by bringing together labor, management and government representatives for national and regional conferences; pursuing more effective programs for serving displaced workers; and providing financial management assistance to unions receiving public funds to expand their training and education programs. As more unions become involved in joint training, education and career development programs, the services provided by HRDI are all the more valuable to workers and employers alike.

Because of organized labor's experience and initiative in the training and education arena, there are many opportunities for unions to play an influential role. Unions will continue to embark on innovative joint efforts with industry and government, while seeking to expand successful apprenticeship and skills upgrading programs. And unions will continue to seek a bigger role for organized labor in government training efforts such

as the Job Training Partnership Act, Trade Adjustment Assistance, school-to-work transition and the proposed Re-employment Act.

The labor movement will continue to reach out to its current and potential members and devise new strategies to meet their needs. Joint labor-management training, education and worker development programs have proven highly successful in the past and are ripe for more union involvement in the future.

Primary Sources

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American Federation of Government Employees
American Federation of State, County and Municipal Employees
Communication Workers of America
International Association of Machinists and Aerospace Workers
International Brotherhood of Electrical Workers
International Brotherhood of Teamsters
International Organization of Masters, Mates and Pilots
International Union of Electronic, Electrical, Salaried, Machine and Furniture Workers
Laborers International Union of North America
Seafarers International Union
Service Employees International Union
United Automobile, Aerospace, and Agricultural Implement Workers of America
United Food and Commercial Workers
United Steelworkers of America
United Paperworkers International Union

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American Federation of Labor and Congress of Industrial Organizations
815 16th Street, N.W., Washington, D.C. 20006
202-637-5000

Lane Kirkland
President

Thomas R. Donahue
Secretary-Treasurer

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